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The Barometer / v.11-5

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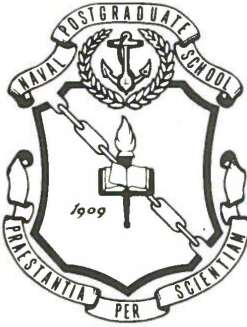
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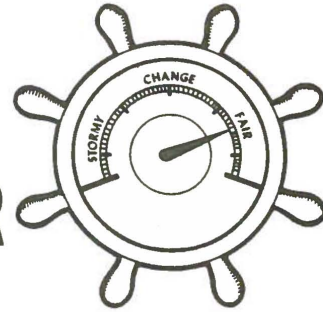
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The BAROMETER



VOL. XI, NO. 5

WEEK OF 13 NOVEMBER 1972

EDITOR:
LCDR T. J. LOFTUS 2034

The BAROMETER is a student newspaper for the exchange of ideas and information concerning the development and improvement of the professional environment at NPS and within the U. S. Navy.

OFFICERS, FACULTY, STAFF and WIVES
are invited to contribute articles
of interest to the BAROMETER
c/o The Editor.

GUEST QUOTATION: "Toward Better Management of - The Development and Acquisition of New Weapons Systems" by David Packard

Let me provide at this point a brief report from the project managers' perspective. In March of this year, I met with nine of these project managers. I selected the attendees, three from each military department, to get an across-the-board representation of how we are doing in our weapons system procurement function. For 2 1/2 hours we met alone and had a no-holds-barred discussion of their projects and management. I asked them how the system was actually working from their perspective.

It was very clear that the Services had picked first-rate men for all of these projects. They impressed me as both confident and competent. And, I wish I could report that weapons system management couldn't be better, but I can't do that and I won't.

These project managers made it clear that staffs at all levels still are trying to get into the act; that we still have too many reports of the wrong kind. They even had a few words of advice and constructive criticism about the way I was doing my job.

They did make one point clear - things have gotten much better. They all said that the authority of the project manager has increased, and most remarkable of all attitudes have changed. When such men will volunteer the opinion that people and attitudes have changed, I believe that we have had some real and meaningful change, and I am encouraged.

They told me OSD is out of day-to-day management. OSD seems to remain in month-to-month management, but there has been change. Many of the managers now routinely meet privately with their Service Secretaries and Chiefs of Service to report on their projects and their progress. This direct access to the top has worked wonders, I believe, in assuring support from all levels in the organization.

I won't claim that this is a managerial revolution - but it is an improvement.

(Adopted from Testimony before House Appropriations Committee, 18 March 1971)

PROMOTION STATISTICS FY73 LINE BOARD (except LDO) LCDR TO CDR

A. In-Zone Selection. URL and RL selection by graduate education category.

Amount of Grad. Educ.	URL Sel/Elig/%	RL Sel/Elig/%	Total Sel/Elig/%
None	94/198/47%	3/ 5/60%	97/203/48%
< MS	33/ 51/65%	1/ 6/17%	34/ 57/60%
≥ MS	33/ 40/83%	16/ 21/76%	49/ 61/80%
Total	160/289/55%	20/ 32/63%	180/321/56%

B. Out-Zone Selection. Number selected above and below the zone by graduate education category and percent of total selected numbered in each category.

	None Sel/%	< MS Sel/%	≥ MS Sel/%	Total Sel
Above Zone	19/63%	5/17%	6/20%	30
Below Zone	6/22%	5/19%	16/59%	27

C. NPS Student Selection

	URL Sel/Elig/%	RL Sel/Elig/%	Total Sel/Elig/%
Above Zone	2/ 5 / 40%	0/ - / 0%	2/ 5 / 40%
In Zone	6/ 6 /100%	1/ 1 /100%	7/ 7 /100%
Below Zone	0/ - / 0%	0/ - / 0%	0/ - / 0%

LETTER TO THE EDITOR: Address by VADM George E. Moore II, SC, USN - Vice Chief of Naval Material, 29 September 1972 - Synopsis of Address prepared by Mr. Weston B. Lockwood - Civilian Personnel Officer - NPS.

I've promised you some thoughts on "Pragmatic Management." Let me start out with a few basic management principles, so we'll all have our definitions straight. Leadership: "Find out where your group wants to go and get in front of them." Management: "The best manager makes decisions quickly and then immediately gets someone else to do the work." Of course, if you can keep this up --- eventually you should work up to executive, and the guideline for successful executive performance is: "Never let your subordinates find out you are just as stupid as they are."

I've come up through almost all the Naval Officer ranks primarily by facing problems that I didn't know much about. Now, for reasons not totally explained by either physical or biological sciences, I've attained the splendid rank of Vice Admiral. This entitles me to deal with problems that nobody knows anything about! Yet dealing successfully with these matters about which you may not have complete understanding is one of the keystones to success in management today. A few years ago the President of the American Management Association stated: "Management is the development of people and not the direction of things." Obviously, management must be people-oriented.

But what do we see taking place? Far too many individuals seem to assume that a specific period of exposure to certain business techniques --- production, sales, marketing contracting, purchasing, planning, accounting, or any form of engineering --- will create, almost magically in anyone so exposed, a unique ability to manage others. I have observed that if it does, it is more by coincidence than by design. How often have you seen the gifted teacher become the nervous principal, or the creative design engineer become the harried, inefficient chief designer? There's a lot more food for thought in "The Peter Principle" than most of us admit. Management is that universal extra discipline that each of us must carry in addition to the fundamental trade or profession we identify with.

I've found some very surprising places where to all intents and purposes the doctrine of general management was virtually ignored. Once I was startled while addressing a management class of the Naval Postgraduate School at Monterey to find out that no one before me had ever talked to them on the subject of management, per se. So I tried to make up for lost time. I started back in Exodus with Jethro cluing Moses in on the benefits of delegation and sound organization. Then I continued with Socrates writing about managing people in his Discourses, went on with Mary Parker Follett on management as a profession, sprinkled in a few dashes of Lyndall Urwick, and finished up with Henry Metcalfe on the science of administration.

What I was trying to convey to that class of LCDR's and CDR's was merely three simple points. First, there is a profession and a true living discipline of management. Second, this discipline has roots and a heritage in classic published literature beginning with the writings of Robert Owen at the dawn of the Industrial Revolution. And finally, like any other worthwhile field of knowledge, management can be learned --- although it takes a little digging.

I recommend to you some comments made recently by Robert R. Six, President and Board Chairman of Continental Airlines.

It has been my observation that a desperate management in a futile effort to implement employee communication frequently treats its people like spoiled brats --- May I suggest that there are many millions of workers who actually, honest-to-God, like their jobs and are proud of their skills. --- despite what you hear, most people enjoy going to work in the morning. Honest! They find their tasks interesting --- even challenging --- The cadence of the job has a healthy rhythm. Their rewards are tangible and satisfying.

Let me close by hazarding a few thoughts on management in the 1980's.

(1) I see no stopping technological change --- we couldn't if we tried. Instead we must try to understand it, to control it within reason, and to adapt to those forces we cannot control.

(2) Social progress, in contrast, undoubtedly will continue to lag behind technological change. But the progress which occurs will lessen radical demands.

(3) In the 1980's the manager will not --- repeat --- will not be able to get along with mastery of only a single learned discipline. He will be forced into a new mold of cross-disciplinary expertise in order to remain competent enough at the executive level.

(4) Above all, tomorrow's managers must be not only humanistically oriented, but skilled in the management profession in order to pull with the new miracle generation of subordinates. Youngsters now in the 8th and 9th grades are the employees you'll be dealing with, and they'll be wonderously smart. There's an old quotation that applies here: "There they go, and I must hurry to catch up --- for I am their leader."

(5) Finally, and quite broadly, tomorrow's managers must be ready for anything. Senior managers must "stay loose" and retain their intellectual flexibility. For wherever management may go in the future, you can be certain that people will solve more problems -- and will create more of the problems to be solved --- than any other factor in the management equation.